

MEMO

<i>From</i> Commissioner of Rating and Valuation	<i>To</i> Secretary General, Joint Secretariat for the Advisory Bodies on Civil Service & Judicial Salaries & Conditions of Service
<i>Ref</i> (21) in G 210/29 V	<i>(Attn)</i> Mr LEE Lap-sun)
<i>Tel. No.</i> [REDACTED]	<i>Your Ref.</i> in JS/CSP/TF
<i>Fax. No.</i> [REDACTED]	<i>Dated</i> 2.5.02 <i>Fax No.</i>
<i>Date</i> 29 June 2002	<i>Total Pages</i> 9

**Task Force on Review of
Civil Service Pay Policy and System**

The Task Force's Interim Report and the questions raised in the consultation papers were discussed at the Departmental Consultative Committee meeting held on 10 May 2002 and the General Grades Consultative Committee meeting held on 20 June 2002 (relevant minutes of meetings attached). The staff side representatives have the following concerns :-

- (a) They wish to know whether the introduction of replacing fixed pay scales with pay ranges would be applicable to all serving civil servants or to new recruits only;
- (b) Whether the post titles of the general grades staff will be changed after they are departmentalised;
- (c) They are worried about the promotion prospects of the general grades staff after they are departmentalised;
- (d) If the general grades staff obtained relevant professional qualifications, whether they could be transferred to departmental grades staff; and
- (e) The impact on general grades staff in trading fund departments after departmentalisation.

[REDACTED]

for Commissioner of Rating and Valuation

Rating and Valuation Department








Departmental Consultative Committee
Minutes of the 73rd Meeting (No. 2 of 2002) of DCC
held at 2:30 p.m. on Friday, 10 May 2002
in the Conference Room, 18th Floor, CSWGO
(Extract)

Present :

Representing the management :

-  - Deputy Commissioner (Chairman)
-  - Assistant Commissioner
(Administration)
-  - Departmental Secretary
-  - Civil Service Bureau Representative
-  - Assistant Departmental Secretary (Personnel) (Secretary)

Representing the Grade/Group :

-  - Valuation Surveyor
-  - Valuation Assistant I
-  - Valuation Referencer
-  - Senior Valuation Officer
-  - Rent Officer II
-  - Senior Clerical Officer
-  - Assistant Clerical Officer
(Assistant Clerical Officer Alternate Representative)

[REDACTED]

- Clerical Assistant

[REDACTED]

- Workman II
(Office Assistants/Motor Drivers/Workman IIs)

[REDACTED]

- Personal Secretary II

[REDACTED]

[REDACTED]

- Accounting Officer I
(Other Grades Alternate Representative)

In Attendance :-

[REDACTED]

- Assistant Postmaster General (Corporate Development)
of Post Office

Absence with Apology :

[REDACTED]

- Assistant Clerical Officer



Review of Pay Policy and System for the Civil Service

19. [REDACTED] briefed the meeting on the Task Force's Interim Report on its Phase One Study. She advised that the consultation period had been extended to 30 June 2002. Views and comments could be sent to the Joint Secretariat direct or route through the Department.

20. [REDACTED] quoted SCS's letter to all colleagues dated 25 April 2002. SCS emphasized that the Task Force published its preliminary findings of an analytical study on the latest developments in civil service pay administration in five overseas Governments for public consultations. The publication of the first-phase interim report by the Task Force was a very early step in the review process and the Administration would proceed with the review exercise in a prudent manner. The Administration had an absolutely open mind on what changes, if any, should be made to the present system. SCS also reassured that the Administration would not introduce any freehanded changes to the civil service pay system in haste.

21. The Chairman drew members' attention to the questions raised by the Task Force grouped under the five specific areas of study and encouraged all staff to forward their views to the Secretary by end of June.

All staff

22. [REDACTED] enquired about the criteria in selecting the five overseas Governments for the research. [REDACTED] explained that their suitability was based on a number of considerations :-

- (a) structure and governance – all countries operate similar systems ;
- (b) professionalism – each of the countries has a professional, career Civil Service and many civil servants consider it a career employer;
- (c) programmes of public sector reform – all five countries have undertaken (and continue to have on their agenda) significant public sector reforms over the course of the past twenty years or so; and
- (d) values – at the very heart of these countries Civil Services are the shared values of integrity, lack of corruption and fair and equal treatment of all citizens.

23. The Chairman would like to know the result of the public sector reform in these countries. [REDACTED] said it would be difficult to

conclude at this stage as these countries still continued to undertake their reforms.

24. [REDACTED] was concerned whether the introduction of replacing fixed pay scales with pay ranges would be applicable to all serving civil servants or to new recruits only. [REDACTED] emphasized that the Joint Secretariat had no specific recommendations yet. [REDACTED] could forward his views to the Joint Secretariat for consideration.

差餉物業估價署

一般職系協商委員會第 8 次會議記錄

(節錄)

日期：2002 年 6 月 20 日(星期四)

時間：下午 2 時 30 分

地點：長沙灣政府合署 15 樓 1514 室

出席者：

[REDACTED]	內務秘書	(主席)
[REDACTED]	副內務秘書	
[REDACTED]	總行政主任(文書職系)	(一般職系處代表)
[REDACTED]	高級文書主任	
[REDACTED]	文書主任	
[REDACTED]	助理文書主任	
[REDACTED]	助理文書主任	
[REDACTED]	文書助理	
[REDACTED]	文書助理	
[REDACTED]	二級私人秘書	
[REDACTED]	辦公室助理員	
[REDACTED]	助理內務秘書(人事)	(秘書)

列席者：

[REDACTED]	二級中文主任	(會議記錄員)
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公務員薪酬政策和制度檢討

1. 主席向與會者簡報，政府已成立了專責小組，負責全面檢討公務員薪酬政策及制度。專責小組聘請了顧問，研究五個外國政府在管理公務員薪酬方面的最新發展。有關的研究已有結果，專責小組亦已發表了第一階段研究諮詢文件，諮詢公眾意見，諮詢期至 6 月 30 日。主席希望聽取與會者的意見，並表示管方會於截止日期前，將收集所得的意見轉交公務及司法人員薪俸及服務條件諮詢委員會聯合秘書處。
2. 主席指出，報告提出的其中一項問題是：應否把部分或全部一般／共通職系人員轉為部門人員，以便推行以部門為本位的管理工作。由於此問題與一般職系的人員有密切關係，主席鼓勵與會者積極提出意見。有關意見將會向聯合秘書處反映。
3. ██████████ 得悉與會者已就「公務員薪酬政策和制度檢討」，於 3 月 1 日舉行會議，並於會上提出中肯的意見。他希望藉此機會跟與會者討論部門化的問題，並表示即使在席上沒有意見，與會者仍可於會後，通過管方將意見提交聯合秘書處。██████████ 接着闡釋一般職系處對此問題的看法。他表示，部門化在現今人事管理的概念上是正確的，因為每個機構皆有責任提高服務效率，以應付工作目標的需求。政府推行主要官員問責制後，每個政策局及其附屬的部門對資源的善用將會有更大的承擔，所以應該有較大的權力及空間，去管理、照顧及發展部門內各職系的人員。如果由部門首長全權負責職系人員的晉升、調派及訓練，人力資源的運用可以更顯靈活。對個別規模較大的部門而言，由於其編制架構已有相當基礎，故有足夠的空間讓同事晉升，因而更能彰顯一般職系部門化的可取之處。此建議也令一般職系人員可以一直在其選擇的部門服務，無須受職位調派影響。但對於一些規模較小的部門來說，由於一般職系的職位不多，故有關人員的晉升機會亦可能非常有限。一般職系處亦明白到個別員工的憂慮，擔心如推行部門化，他們有可能因所屬部門將服務外判或公司化而被裁減。劉錫偉先生藉此機會強調，如果現行制度有任何改變，一般職系處事前必會充分考慮上述問題，並會詳細諮詢受影響的員工及部門，務求制定一套合情、合理、合法的方案。██████████ 表示他會將會上收集的意見向一般職系處反映。同事亦可於 6 月底前，通過管方將意見轉

交聯合秘書處。

4. 曾作新先生希望知道，如果推行部門化，署內的一般職系人員的職稱會否更改。██████████認為機會不大。他補充說，倘若因推行部門化而加設新的職級或職系，會與政府現在奉行的是簡化職系和小政府等原則不相符。

5. ██████████認為，職稱會否更改或如何更改並沒有太大的影響。值得關注的是，假如推行部門化，選擇留下的一般職系人員的晉升前景會否受到影響。倘若部門繼續擴充，當然有利員工的晉升，否則員工的晉升空間只會愈見狹窄。例如本署計劃轉以營運基金作為運作方式，加上政府的精簡架構政策，可以預見部門的規模只會趨向收縮。即使部門現有的規模能夠藉着工作效率及員工素質的提高而得以維持，晉升機會亦不會理想，更甚者一些員工到退休時也沒有機會晉升。現時雖然一般職系人員的晉升前景並非局限於某一部門，而是以所有部門為基礎，但情況已未如理想，他擔心日後推行部門化，晉升空間會進一步受局限。

6. ██████████同意有關的問題十分複雜。他相信其中一個方法是初步只在規模大的部門推行部門化，並讓該等部門的一般職系人員選擇去留，規模小的部門則維持原有的安排。

7. ██████████希望知道，當局有否考慮讓一般職系人員轉任部門職級。██████████表示，有關的安排，以至參加部門化與否，均由部門首長決定，並不屬於一般職系處控制範圍。██████████說，根據本署以往非正式會議的討論結果，推行該類轉任安排的機會非常微，並認為即使日後推行部門化，機會也不會因而提高。██████████回應曾先生詢問時表示，按照有關的討論結果，即使文書人員考取專業資格，也不可以轉任部門職級。但日後的情況會否因推行部門化而有所改變，仍是未知之數。██████████重申，他所關注的是推行部門化後，部門會否有擴充的空間。倘若部門能提供晉升的機會，他相信有關的同事並不介意成為部門人員。

8. [REDACTED] 回應 [REDACTED] 的問題時表示，在現階段而言，假設一般職系的同事通過內部聘任，考取了已推行部門化的某一部門的助理文書主任空缺，該名人員可保留年資，無須辭職。有關的安排應與現行的內部轉任相同。

9. [REDACTED] 想知道，已推行部門化的部門倘若轉以營運基金方式運作，對職員有何影響，他表示在利潤為重的原則下，一旦收入未如理想，部門以減少員工來節省開支，首當其衝的必然是文職人員。[REDACTED] 回覆說，部門有權選擇是否參加部門化計劃，基於以營運基金運作的部門仍屬於政府部門，其員工也會維持公務員的身分，因此，雖然營運基金部門事事講求成本效益，也必須保持不裁員的精神。

10. [REDACTED] 認為將權力下放，讓部門首長「操生殺之權」，似乎已是大勢所趨。[REDACTED] 謂部門化的理念正是讓部門主管可以更靈活地負責及調配各項資源，故會擁有較大的權力及空間對其資源的善用可以有更大的承擔。主席相信待有實質建議後，當局會再行諮詢部門管職雙方的意見。